

## THE INFLUENCE OF PSYCHOLOGICAL CAPITAL, JOB SATISFACTION, AND EMPLOYEE ENGAGEMENT ON JOB PERFORMANCE ON EMPLOYEES OF FREIGHT FORWARDER COMPANIES IN JAKARTA

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### ABSTRACT

*The purpose of this research is to analyze how the effect of psychological capital, job satisfaction, and employee engagement on job performance of employees at freight forwarder company in Jakarta which have branches in Semarang and Surabaya. Data were collected from 107 employees who were still actively working with a non-probability sampling technique using a purposive sampling method. The data analysis method used is regression with SPSS software version 25. The results of testing the hypothesis in this study show that there is a positive effect of psychological capital on job performance, a positive effect of job satisfaction on job performance, and a positive effect of employee engagement on job performance. The results of this study are expected to provide input for managers to improve job performance variables by maintaining levels of psychological capital, job satisfaction, and employee engagement among employees at the freight forwarder company.*

### KEYWORDS

*Psychological Capital, Job Satisfaction, Employee Engagement, Job Performance*



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## INTRODUCTION

Human resources (HR) are the main driving force in the elements of a company that have an important role in it. In order to achieve the desired goals, a company needs to manage human resources well to ensure continuity in the face of

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increasing competition in this modern era. Companies need to have quality employees with optimal performance to be able to realize their existence. Job performance is a measure of success in achieving goals that have been set and plays an important role in providing a direct effect on company performance because it contributes directly to the company's success through individual behavior, this means that the higher the performance of company employees, the better the overall performance of the company (Alsafadi & Altahat, 2021).

Growth in the trade sector is significant today causing the inflow and outflow of goods from one region to another to accelerate. This has resulted in an increase in demand for services to accommodate the movement of goods has also increased, as one of them is transportation management services or so-called freight forwarding. Freight forwarder company is a term for companies that are responsible for carrying out various activities related to freight forwarding in Indonesia. The more freight forwarder companies that exist today, the context of competition that occurs between freight forwarder companies becomes tighter. As a service company, increasing customer loyalty is the key that needs to be done in order to survive in the face of intense competition. Customer loyalty can be created when customers receive satisfactory service. To improve these services, employees have an important role to make it happen because service services are reflected through their job performance (Andi Suci Anggriani & Tiarapuspa, 2023).

At the end of 2022, freight forwarder companies located in the East Jakarta area and their branches in Semarang and Surabaya received complaints related to delays in the arrival of cargo to customers' factories. The problem began because the documents for the cargo dispensing process were missed due to employee negligence. Based on the author's initial observations as well as interviews with the freight forwarder company's HRD, it is known that such negligence can occur because the employee concerned handles more documents than his colleagues, but the colleagues of the employee who made the mistake did not help or cooperate in handling the documents done by the employee. In addition, some employees often seem to lack focus when carrying out their assigned work, for example by chatting and relaxing during working hours, and doing things outside their responsibilities which results in employees often not being able to complete work on time and leaving their jobs for various reasons. This makes freight forwarder companies experience financial losses due to complaints and claims received from their customers, because the delay in the arrival of cargo to the customer's factory makes the production process stop and storage costs are getting higher.

**Table 1**  
**Performance Appraisal of freight forwarder company employees from 2020 to 2022**

<b>Performance Appraisal</b>				
<b>Employee Performance</b>	<b>Year</b>			<b>Average Rating</b>
	<b>2020</b>	<b>2021</b>	<b>2022</b>	
Employment Results	87	83	81	84
Work Motivation and Enthusiasm	80	82	80	81

Cooperation with manager and Co-workers	82	80	77	80
Attendance Discipline	78	83	80	80
Responsibility for assigned tasks	83	81	80	81

Source: HRD freight forwarder company

The Assessment Criteria (Assessment Numbers) are as follows:

Very good	: 87 – 99
Good	: 74 – 86
Average	: 55 – 73
Less	: 36 – 44
Very less	: 20 – 35

In Table 1.1. it can be seen that during the period 2020 to 2022 employee job performance at freight forwarder companies decreased. If the declining employee job performance is left unchecked, then the company's goals will be difficult to achieve. The company's activities will not run well and the company will lose its existence. Therefore, it is important for companies to make efforts to optimize the job performance of employees in order to be able to work well and successfully achieve targets as set.

Job performance plays a very important role as a determinant for the success and development of a company because job performance reflects the work results that an employee wants or has achieved that are adjusted to the role or task they carry out in the company in a certain period of time that is associated with a measure of value or standard that has been set (Grahandika, 2021). Companies need to monitor the job performance of their employees, including the implementation of duties and obligations as expected in order to determine whether the company will continue to work with these employees if their performance is good or vice versa. If the employee's performance is not as expected, the company may have to terminate the employment relationship. This is an important aspect in every company, because the presence of employees who have good job performance will make it easier for the company to reach a higher level (Andreas, 2022).

The study of the application of human resources is related to the ability of employees to improve performance, one of which is psychological capital which is described as a field of research that focuses on the use of positive human resources and psychological abilities that can be measured, developed, and managed effectively to improve job performance in the workplace (Alessandri et al., 2018). Psychological capital has the potential to influence positive attitudes and behaviors of employees, so that employees can make a positive contribution in achieving profitable results for the company. Based on research conducted by (Suvonova et al., 2019), it is explained that when someone has a high level of psychological capital, it will indicate that they have a positive self-capacity. This allows them to direct themselves towards achieving goals to ultimately be able to produce high job performance. Companies that have an understanding of employee psychological capital will be greatly helped in determining job performance improvement strategies. Employees who have a high level of psychological capital will have

positive expectations, strong confidence in their abilities, high motivation, and higher levels of job satisfaction.

Job satisfaction can be described as a person's feelings towards his job and various related aspects. It can be interpreted that the happier a person is in his job, the more satisfied they are. Job satisfaction can be realized when an employee has an interest in his job or feels positive emotions after evaluating the work he does (Giao et al., 2020). From a managerial standpoint, job satisfaction reflects how dedicated employees are and positive psychological involvement in carrying out their duties (Moro et al., 2020). So it is important for the company to be able to create conditions that make employees feel satisfied with their work so that employees can become valuable assets for the company.

Employee engagement can be interpreted as an emotional attachment that encourages employees to participate in running company operations by playing an active role in the company's strategy to achieve the goals that have been set (Hoch et al., 2018). Through employee engagement, employees will feel they have an important role in the success of the company that motivates them to always improve their job performance even beyond the job requirements set (N. Ramadhan & Sembiring, 2017). In addition, employee engagement is also considered an element that can cause changes in a more positive direction for individuals, teams or companies. Thus, employee engagement is one of the important things considered by the company because through a good level of employee engagement, employees will show high commitment to the company's vision and mission and have high attention to the tasks they are responsible for. Employees will carry out their duties happily and even help their colleagues or contribute to a job to achieve company goals.

Previous research examining how job satisfaction and employee engagement affect job performance in civil servants in Vietnam conducted by (Nhat Vuong et al., 2023). Other research from (Liao et al., 2022) also discusses job performance which is influenced by psychological capital as a mediation variable. This study tries to elaborate further related to psychological capital, job satisfaction and employee engagement as independent variables and their effects on job performance. Given the importance of job performance in employees in the company, companies need to pay attention to psychological capital, job satisfaction and employee engagement as factors owned by employees to improve job performance in the company. The difference between this study and previous studies is that in this study modifications have been made related to the variables used, namely psychological capital, job satisfaction, employee engagement and job performance to be studied and there are differences in the sampling process, which is carried out in freight forwarder companies in East Jakarta area and its branches in Semarang and Surabaya.

Based on the description above, the author feels it is important to conduct an analysis related to psychological capital, job satisfaction and employee engagement as factors that can affect job performance in employees who work in a company engaged in service services. Therefore, the author conducted a study entitled " The Influence of Psychological Capital, Job Satisfaction, and Employee Engagement on Job Performance on Employees of Freight Forwarder Companies In Jakarta ".

This research is related to research that has been done previously by (Nhat Vuong et al., 2023) which discusses the variables of job satisfaction, employee engagement and job performance and research from (Liao et al., 2022) which examines the variables of emotional intelligence, organizational behavior, psychological capital and job performance. In both studies, it is known that job performance is one of the most important factors to be considered by companies in order to achieve the goals that have been set.

Based on the description described above, the formulation of the problem proposed in this study is "Is there an influence between psychological capital, job satisfaction, and employee engagement on job performance in employees of freight forwarder companies in Jakarta?"

Based on the formulation of the problem described above, the objectives of this research are as follows: 1. Analyzing psychological capital, job satisfaction, employee engagement, and job performance in employees in freight forwarder companies. 2. Analyze the effect of psychological capital on job performance in employees in freight forwarder companies. 3. Analyze the effect of job satisfaction on job performance in employees in freight forwarder companies. 4. Analyze the effect of employee engagement on job performance in employees in freight forwarder companies.

## **Hypothesis Development**

### **Psychological Capital on Job Performance**

Research conducted by (Liao et al., 2022) in 48 life insurance industry service companies in Taiwan with a total questionnaire receipt of 1,050 employees found that psychological capital has a significant positive effect on job performance, that is, when employee psychological capital increases, employee job performance is also better at work. Then, research conducted by (Sukiman & Priyono, 2020) on 92 employees at the BPTIKP (Information and Communication Technology Development Agency) office of the Central Java Provincial Education Office and (Agustine & Suhana, 2022) on 95 employees of the Police Academy in Semarang stated that psychological capital has a positive and significant effect on job performance. Likewise, what was stated (Huang et al., 2021) in his research on 417 employees working in hotel industry service sector companies through seven five-star luxury hotels in China, showed that psychological capital has a positive influence on job performance. Psychological capital is considered to have an important role as a resource for employees because it is in line with the interactional nature of service-related work and a strong predictor of improving job performance.

Based on the description of the results of the research above, the formulation of the hypothesis proposed in the study is as follows

**H1 : There is a positive influence of psychological capital on job performance**

### **Job Satisfaction on Job Performance**

Based on the results of research (Harahap & Tirtayasa, 2020) on employees working at PT. Angkasa Pura II (Persero) Kualanamu branch office which is a service company in the field of airport and logistics owned by SOEs, explained that job satisfaction has a positive and significant influence on job performance.

Research (Fitriadi et al., 2022) on 111 employees at the Padang City Education and Culture Office also shows that job satisfaction has a positive and significant effect on job performance. Furthermore, research (Rojikinnor et al., 2022) on employees working at PT Bank Rakyat Indonesia (Persero) Tbk Sumatra, Java, Kalimantan, Sulawesi, Bali and Jayapura branches which are banking industry service companies also states that there is a positive influence of job satisfaction on employee job performance, so that the higher the job satisfaction owned, the better employee performance.

Based on the description of the results of the research above, the formulation of the hypothesis proposed in the study is as follows:

**H2 : There is a positive influence of job satisfaction on job performance**

### **Employee Engagement on Job Performance**

According to Nugroho & Ratnawati (2021) in their research on employees of PT. Pelabuhan Indonesia III Persero Regional Central Java which is a state-owned enterprise engaged in logistics stated that there is a positive and significant influence of employee engagement on job performance, namely when employees have good employee engagement, they will be triggered to provide high participation in the company because they feel that their existence and capabilities are needed, So that these employees will always give their best and encourage job performance in a better direction. Another study from (Jesi & Sentoso, 2023) on 250 employees of freight forwarder companies in Batam city has a positive and significant effect on job performance. Likewise, the resulting research (Panda et al., 2022) with a sample of 274 employees of the manufacturing industry in Gujarat Industrial Estate, India found that employee engagement is a strong factor that has a positive influence on job performance, where higher employee engagement from an employee will contribute to higher job performance.

Based on the description of the results of the research above, the formulation of the hypothesis proposed in the study is as follows:

**H3 : There is a positive influence of employee engagement on job performance**

## **RESEARCH METHOD**

This study is a modification of previous studies (S. H. Liao et al., 2022 and Nhat Vuong et al., 2023), using quantitative descriptive approaches, survey research, and hypothesis testing. The data collected is cross-sectional, involving active employees of freight forwarder companies. The data analysis method uses simple regression with the help of SPSS version 25 to measure the influence of the independent variable on the dependent variable.

The study used four variables: psychological capital, job satisfaction, employee engagement, and job performance. Measurement of variables using an interval scale with a Likert scale from 1 (strongly disagree) to 5 (strongly agree) through an online questionnaire.

The independent variables consist of psychological capital, job satisfaction, and employee engagement. Each variable has a statement item adapted from

previous research and measured by the Likert scale. The dependent variable is job performance, measured through four statement items adapted from previous studies.

The data collection procedure involves primary data through online questionnaires and literature studies. Samples were taken by purposive sampling method from 107 active employees of the company.

Instrument tests are conducted to test the validity and reliability of questionnaires. The validity test shows that all statement items for each variable are valid, with a loading factor  $\geq 0.55$ . Reliability tests showed a good level of consistency with Cronbach's alpha above 0.60 for all variables.

Data analysis methods involve descriptive statistics to look at the average of variables. In addition, the study used simple regression to analyze the effect of psychological capital, job satisfaction, and employee engagement on job performance using SPSS version 25.

## RESULT AND DISCUSSION

### A. Descriptive Statistics

Descriptive statistical testing is used to describe and describe data in detail. Descriptive statistical testing in this study was reviewed based on the mean value. The mean value is the average value of the respondent's answers, while the standard deviation value shows the variation of the respondent's answers (Sekaran & Bougie, 2016).

#### 1. Job Satisfaction Analysis Results

**Table 2**  
**Descriptive Statistics of Job Satisfaction**

No.	Statement Item	Mean
1.	I feel quite satisfied with my current job.	4,32
2.	I feel satisfied with my work so far.	4,25
3.	I feel like my job more than other employees.	3,88
4.	I find true satisfaction in my work.	4,12
Average of Job Satisfaction		4,14

Source: Results of data processing using SPSS version 25 (Attached)

Based on the results of the descriptive statistics in the table above, it shows that the average value (mean) of the six items of the variable statement of job satisfaction is 4.14 which means that the average perception of freight forwarder employees agrees with all indicators of the statement of the variable job satisfaction. Meanwhile, for the standard deviation value of the four items, the variable statement of job satisfaction shows sufficient diversity of respondents' responses because it has an average value of 0.517.

#### 2. Analysis Results Employee Engagement

Descriptive statistics for employee engagement variables in this study as a whole can be seen in the following table:

**Table 3**  
**Statistics Descriptif Employee Engagement**



No.	Statement Item	Mean
1.	I feel very energized at work.	4,17
2.	I feel strong and passionate about doing my job.	4,21
3.	I feel enthusiastic about my work.	4,21
4.	I feel inspired by the work I do.	3,94
5.	I feel like going to work when I wake up in the morning.	4,14
6.	I feel fully focused and engaged in my work.	4,27
Average Employee Engagement		4,15

Source: Results of data processing using SPSS version 25 (Attached)

Based on the results of the descriptive statistics in the table above, it shows that the mean value of the six employee engagement variable statement items is 4.15, which means that the average perception of freight forwarder employees agrees with all statement indicators of the employee engagement variable. Meanwhile, the standard deviation value of the four employee engagement variable statement items shows sufficient diversity of respondents' responses because it has an average value of 0.476.

### 3. Job Performance Analysis Results

Descriptive statistics for job performance variables in this study as a whole can be seen in the following table:

**Table 4**  
**Descriptive Statistics of Job Performance**

No.	Statement Item	Mean
1.	I always complete the tasks specified in my job description.	4,50
2.	I complete all formal performance requirements on the job.	4,38
3.	I fulfill all the responsibilities required by my job.	4,41
4.	I never neglected the aspects of the work that I was obliged to do.	4,47
Average Job Performance		4,44

Source: Results of data processing using SPSS version 25 (Attached)

Based on the results of the descriptive statistics in the table above, it shows that the average value (mean) of the four items of the variable statement job performance is 4.44 which means that the average perception of freight forwarder employees agrees with all statement indicators of the variable job performance. Meanwhile, the standard deviation value of the four items of the job performance variable statement shows sufficient diversity of respondents' responses because it has an average value of 0.503.

### B. Analysis of Hypothesis Test

#### 1. The Influence of Psychological Capital on Job Performance

**Table 5**  
**Hypothesis 1 Test Results**

Hypothesis	Estimate	p-value	Results
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There is a positive influence of psychological capital on job performance	0,654	0,000	Supported
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Source: Results of data processing using SPSS version 25 (Attached)

The first hypothesis examines the effect of psychological capital on job performance with the following hypothesis:

H<sub>01</sub>: There is no positive effect of psychological capital on job performance.

H<sub>a1</sub>: There is a positive influence of psychological capital on job performance.

Based on the results of testing the first hypothesis in the table above, it is known that the hypothesis has a p-value of  $0.000 < 0.05$  meaning that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted with an estimate value ( $\beta$ ) of 0.654. Thus, the results of the hypothesis are supported that there is a positive influence of psychological capital on job performance where when the psychological capital owned by employees increases, the job performance of employees in the company will also increase. Further explanation of the influence of psychological capital on job performance can be found in the discussion subchapter.

## 2. The Influence of Job Satisfaction on Job Performance

**Table 6**  
**Hypothesis 2 Test Results**

Hypothesis	Estimate	p-value	Result
There is a positive influence of job satisfaction on job performance	0,570	0,000	Supported

Source: Results of data processing using SPSS version 25 (Attached)

The first hypothesis examines the effect of job satisfaction on job performance with the following hypothesis:

H<sub>02</sub>: There is no positive effect of job satisfaction on job performance.

H<sub>a2</sub>: There is a positive influence of job satisfaction on job performance.

Based on the results of testing the second hypothesis in the table above, it is known that the hypothesis has a p-value of  $0.000 < 0.05$  meaning that H<sub>0</sub> is rejected and H<sub>a</sub> is accepted with an estimate value ( $\beta$ ) of 0.570. Thus, the results of the hypothesis are supported that there is a positive effect of job satisfaction on job performance where when the job satisfaction owned by employees increases, the job performance of employees in the company will also increase. Further explanation of the effect of job satisfaction on job performance can be found in the discussion sub-chapter.

## 3. The influence of Employee Engagement on Job Performance

**Table 7**  
**Hypothesis 3 Test Results**

Hypothesis	Estimate	p-value	Result
There is a positive influence of employee engagement on job performance	0,074	0,138	Not Supported

Source: Results of data processing using SPSS version 25 (Attached)

The first hypothesis examines the effect of employee engagement on job performance with the following hypothesis:

H<sub>03</sub>: There is no positive influence of employee engagement on job performance.

H<sub>a3</sub>: There is a positive influence of employee engagement on job performance.

Based on the results of testing the second hypothesis in the table above, it is known that the hypothesis has a p-value of  $0.138 > 0.05$  meaning that H<sub>0</sub> is accepted and H<sub>a</sub> is rejected with an estimate value ( $\beta$ ) of 0.074. Thus, the hypothetical results are rejected that there is no positive influence of employee engagement on job performance where employee engagement owned by employees does not affect their job performance level in the company. Further explanation of the effect of employee engagement on job performance can be found in the discussion subchapter.

### **C. Discussion of Research Results**

The discussion of each hypothesis based on the results of the research above is:

#### **H1: There is a positive influence of psychological capital on job performance**

From the results of hypothesis tests conducted in freight forwarder companies in Jakarta and its branches in Semarang and Surabaya, it was found that psychological capital has a significant positive influence on job performance. This can be seen based on the p-value of  $0.000 < 0.05$  which shows that H<sub>0</sub> was rejected and H<sub>a</sub> was accepted with an estimate value ( $\beta$ ) of 0.654. The results of this study are also supported by previous research conducted by (Ali et al., 2022), (Huang et al., 2021) and (Choi et al., 2019) which suggests that psychological capital is one of the factors that affect job performance, but does not rule out the influence of other variables that are not studied but have an influence on job performance variables.

It can be interpreted that the high psychological capital owned by employees in the freight forwarder company can affect the results of the performance performed. Judging from the highest value that measures psychological capital variables, namely related to the dimension of self-efficacy that employees believe they can complete the tasks given by the company, meaning that employees will contribute as much as possible to work better to achieve company goals, so that when employee psychological capital is higher, the impact on Job performance in these employees will also be higher and vice versa when the employee's psychological capital decreases, the impact on job performance in these employees will also decrease.

#### **H2: There is a positive influence of job satisfaction on job performance**

From the results of hypothesis tests conducted at freight forwarder companies in Jakarta and its branches in Semarang and Surabaya, it was found that job satisfaction has a significant positive influence on job performance. This can be seen based on the p-value of  $0.000 < 0.05$  which shows that H<sub>0</sub> was rejected and H<sub>a</sub> was accepted with an estimate value ( $\beta$ ) of 0.570. The results of this study are also supported by previous research conducted by (Kim et al., 2022), (Andreas, 2022) and (Rahmawani & Syahrial, 2021) which suggests that job satisfaction has a positive and significant influence on job performance.

It can be interpreted that the high job satisfaction felt by employees at the freight forwarder company will affect the job performance of employees. Judging from the highest value that measures the variable of job satisfaction, namely

employees feel quite satisfied with their current job, it means that employees at the freight forwarder company feel that the work currently done feels good, employees like and are interested in their work and employees find real happiness when working at the company. This concerns the dimensions of job satisfaction, namely the work itself, salary, promotion, supervisor, co-worker, and work environment felt by these employees. The existence of a high level of job satisfaction will contribute to an increase in employee job performance, so that later the company will be helped in achieving the desired goals through good work results and increased productivity provided by employees. Therefore, when job satisfaction is higher, the impact on job performance in employees will also be higher and vice versa when employee job satisfaction decreases, the impact on job performance in employees in the company will also decrease.

### **H3: There is a positive influence of employee engagement on job performance**

From the results of hypothesis tests conducted at freight forwarder companies in Jakarta and its branches in Semarang and Surabaya, it was found that employee engagement did not have a significant positive influence on job performance. This is seen based on the p-value of  $0.138 > 0.05$  which shows that  $H_0$  is accepted and  $H_a$  is rejected with an estimate value ( $\beta$ ) of 0.074. The results of this study are in line with previous research conducted by (Oloan, 2021), (Munparidi & Sayuti, 2020), and (Letsoin & Ratnasari, 2020) which suggested that employee engagement does not have a significant positive influence on job performance.

It can be interpreted that basically employee engagement has a positive influence on job performance, when employee engagement has increased by employees, job performance also increases, but in this case it does not occur significantly in employees who work in freight forwarder companies. So mediation variables are needed to be able to measure the level of influence significantly. Judging from the characteristics of respondents in this study, the majority of employees working < 10 years amounted to 89.7%. Based on these data, it shows that the lack of working time makes employees not yet have high involvement with the company because employee engagement will increase along with the increase in working time. This is supported by (Pri & Zamralita, 2018) research which found that employees with a working period of more than 10 years will have a higher level of engagement compared to employees who work under 10 years because with increasing experience in the field of work performed, the skills possessed by employees will increase, so that the high dedication given to the company will create engagement for employees. Furthermore, the majority of employees aged > 30 – 40 years old at 49.5%. Based on this data, it shows that this age range has lower engagement with the company due to lack of self-development and support from within employees and the work environment in the company. This is supported by a (V. A. Ramadhan & Sahrah, 2021) study which shows that age is one of the factors that influence the contribution of an employee to be able to engage with his organization.

## CONCLUSION

Based on the results of the analysis and discussion in this study, the conclusions that can be drawn are as follows:

1. Based on the descriptive statistics of this study it can be concluded that:
  - a. The majority of employees in the freight forwarder company have a positive level of psychological capital with a good mean value . This study shows that employees believe they can complete the tasks assigned by the company, overcome difficulties encountered at work, have an optimistic attitude at work, and can find solutions when experiencing difficulties at work. This means that the level of efficacy, hope, optimism and resilience possessed by employees is considered good so that it can encourage them to produce better job performance levels .
  - b. The freight forwarder company employee agreed to job satisfaction. This can be seen from the mean value of employee answers that measure the level of job satisfaction is good, meaning that the job satisfaction they feel while working at the company triggers them to work well and helps the company in achieving its goals.
  - c. The results of the research analysis that has been conducted on employees of the freight forwarder company can be concluded that the level of employee engagement owned by employees is quite good seen from the mean value which shows the relationship between employees who have been involved with the company.
  - d. The results of the research analysis that has been conducted on employees of the freight forwarder company can be concluded that the level of job performance owned by employees is good seen from the mean value which shows that employees always complete tasks in accordance with what is determined by the company.
2. Based on the results of testing the first hypothesis, it is concluded that psychological capital has a significant positive influence on job performance. This shows that the higher the level of psychological capital owned by employees in the freight forwarder company , the higher the job performance produced.
3. Based on the results of testing the second hypothesis, it is concluded that job satisfaction has a significant positive influence on job performance. This shows that the higher the level of job satisfaction possessed by employees, the higher their job performance.
4. Based on the results of testing the third hypothesis, it is concluded that employee engagement does not have a significant positive influence on job performance. This shows that the level of employee engagement owned by employees does not affect the job performance produced.

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